

Victoria University SSTP IQA: Recommendations from PwC's 21 January 2020 report

Topic	Recommendation	Why this is important
<i>A number of major challenges exist based on SSTP's performance to date and current issues – a number of urgent SSTP architecture, programme resourcing and governance responses are required</i>		
1 Enterprise, solution and technology architecture	<p>KPMG have identified a number of TOM and CRM architecture issues. These are significant and challenge the quality of the work to date and whether it can be used to support upcoming project activities.</p> <p>A detailed assessment of KPMG's architecture review findings against the TOM and CRM architecture should be completed urgently. This review should clearly assess the extent of the actual gaps and identify the quantum of work, and capability, required to fully define the TOM. This should be completed as a matter of priority and work on other projects should pause until this is performed.</p> <p>ITS should support this architecture work and bring their VUW institutional knowledge to help assess the alignment of current and future technology to the broader target operating model.</p>	<p>A clear and complete understanding of VUW's future business and technology architecture is essential to:</p> <ul style="list-style-type: none"> • Consolidating, streamlining and standardising business processes • Identifying the capability required to operate the new ways of working • Correctly identifying technology that will enable the future ways of working across • Defining and the data required • Understand the true extent of effort, costs and timeframes to deliver SSTP • Realising planned benefits and maximising the return of VUW's investment
Accountability:	ITS Director	
Management Response	<p>Looking to identify an Enterprise Architecture Framework that will work well for the University (probably CAUDIT model). Then need the buy-in of SLT around the workings/benefits of enterprise architecture. Finally a high-level roadmap will be needed for implementation. Targeting a presentation to SLT in May.</p>	
2 Programme resourcing: Delivery model	<p>SSTP has used a number of external contractors and has faced significant turnover. With the issues raised in the KPMG report, the abandoned OESR project, and the relative non deliverable of anything operationally tangible over the past 18 months, it would be prudent to question the current delivery model. The past has not worked.</p> <p>SSTP should consider partnering with an external transformation partner to provide the necessary leadership, methodology, skills and previous experience of guiding an organisation through transformation. This model would also enable VUW to genuinely hold a partner to account performance where schedule, financial, quality and benefit challenges are faced; the current contracting approach places all risk with the University.</p>	<p>Transformational change is not easy. This is especially so where an organisation is moving from a devolved to a centralised structure that impacts all operating model areas.</p> <p>An external organisation that has done this previously can provide the necessary experience, particularly where programme disciplines are immature, and will have some skin in the game to motivate success.</p>

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Accountability:	Provost	
Management Response	<p>This has been addressed by appointing the University's most experienced programme manager to SSP from January 2020. The current focus is to assess the needs of the individual projects to create a coherent programme approach. The business case for moving ahead is due in April and will outline the timing, partner options, reduced scope, resourcing (including need for external resource), costs and deliverables for SSP. The business case will be a joint SSP/ITS submission.</p> <p>The team leads are now all full-time staff members, not contractors. Most SSP members are also full-time staff seconded from their normal role.</p>	
3 Programme resourcing: Upskilling	An investment in training is required if SSTP continues to use an internal staff and contractor resourcing model so the team can execute against the same delivery methodology.	A uniform approach and ways of working increases the chances of success.
Accountability	Director Strategic Projects	
Management Response	<p>The Strategic projects Office (SPO) has developed a framework of all of the skills needed at different stages of the projects. Currently reviewing all strategic projects against that framework to identify areas of common skills gaps. Will arrange necessary supervision, mentoring and training. However, management stress that, the Property team apart, the university is at a very early stage in its adoption of Programme and Project Management processes. Accordingly, the University has a significant capacity and capability gap re Programme and Project Management. Whilst upskilling will help, it will take time to develop a strong cohort of staff who are both trained and experienced in Programme/Project Leadership.</p>	
4 Governance: Increase reporting transparency	Better reporting from Programme Management through to Governance is required to help govern a large and important change. This has improved with the new Programme Director evidenced by the 'red-rated' SSTP status, sharing the programme schedules and milestones as part of the reset, monthly progress and next steps reporting, and risk and issue reporting supported by a July risk workshop.	Clear governance reporting is an important governance enabler to drive programme success, and also allows governance to support and enable the programme management team by making timely decisions, sharing their fresh perspectives and clearing roadblocks.
Accountability	Director Strategic Projects	

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Management Response	<p>The new Strategic Project Office (SPO) has implemented regular monthly portfolio reporting since March 2018 on all programme and projects which are part of the strategic roadmap. In order to ensure consistency of reporting across the portfolio, the SPO's next step is to take on a bigger role in assessing all reporting for accuracy against baseline documentation. We will take a risk based approach to allocation of effort. The reporting frequency will change from monthly to quarterly for programmes/ projects that are progressing well. Programme or Projects which are in need of more attention will continue to report on a monthly basis. This generic reporting will provide a minimal standard for Projects. In order to facilitate effective governance, the generic reporting will need to be augmented with the specific facts pertaining to each specific project by that project's Project Manager.</p>	
5 Governance: Membership	<p>The Governance Group should include:</p> <ul style="list-style-type: none"> • All business owners whose business areas will be impacted by SSTP changes, and the COO • All service support heads that will provide and support the underlying capabilities, i.e.: <ul style="list-style-type: none"> – If there is a heavy people model change the head of HR should be part of the governance group (previously included but not currently included) – If there is a heavy IT model component the Director ITS should be part of the governance group (not currently included). 	<p>Business Owners play an important role in owning and driving change aligned to benefits, and ensuring the right cultural and institutional knowledge is applied to programme delivery approaches and solutions. Including the Director HR and Director ITS in the governance group will acknowledge there are both business process and a large technology component that must align to the University's broader environment and plans, and provide fresh HR and IT perspectives that are difficult to develop when part of day-to-day programme delivery.</p>
Accountability	Director Strategic Projects	
Management Response	<p>With the setup of the SPO in early 2018, a Governance Guidelines Framework was developed. The Governance Guidelines document requires a Review Panel to be established as the primary governance vehicle for every "major" project. The Review Panel is chaired by the SLT Sponsor, includes the Business Owner and must have at least one other member of the SLT on it too (typically the SLT members will comprise the most relevant academic leader and the most relevant Professional Service leader)</p> <p>Projects are required to produce project charters during the initiation phase. These include a section specifying (1) the governance roles and responsibilities; and (2) how the impacted business owners, support heads, stakeholders (eg ITS Director) etc will be involved (based on a RASCI model).</p> <p>The governance group of the SSP is being reviewed.</p>	

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6 Governance: Roles, responsibilities and training	<p>Greater clarity is required over governance roles and responsibilities. The primary objective of this group is to provide the programme mandate, oversight of its delivery, championing throughout the University, and strategic decision making to keep the programme on course. Given VUW do not have institutional knowledge of large, transformational programmes, we recommend:</p> <ul style="list-style-type: none"> • Appointing an external governance group member with experience in IT-enabled business transformation • Supporting governance personnel with training in specialist areas, e.g. enterprise architecture, to help support their roles. 	<p>Governance skills and experience play a significant role in the execution of a programme and the ability to realised planned benefits.</p>
Accountability	Director Strategic Projects	
Management Response	<p>Governance Guidelines document in conjunction with the Major Projects Framework outline the roles and responsibilities of the Governance Group as a whole and more specifically the Sponsor. To emphasise the importance of governance, and ensure easy accessibility to understanding the role, we have developed a precise and succinct two page summary on governance and provided it to all sponsors of Strategic Projects.</p>	
<i>A range of additional SSTP lessons are relevant to VUW's broader programme of change</i>		
7 Align all projects and initiatives that relate to the Student Journey into the SSTP programme	<p>The Marketo system was procured and implemented by the University outside the SSTP programme. If it is VUW's goal to create a single view of the student journey and to streamline the university's people, process, organisational and technology capabilities to support that journey, then all such projects and initiatives must be aligned be part of SSTP.</p>	<p>The holy grail of all front office transformations, which for the University is the student journey, is to streamline the marketing, sales and service value chain from a process, data, user experience, integration and analytics perspective. Combining all related VUW projects and initiatives is needed to align how the University will work across all parts of the student journey and deliver a coherent combination of changes and deliverables.</p>
Accountability	Chief Operating Officer	
Management Response	<p>Decisions around University structure need to be determined before ultimate accountability for this issue is clear. Delivering on this matter is key to transforming the processes comprising the student journey and will require careful thinking</p>	

<i>Topic</i>	<i>Recommendation</i>	<i>Why this is important</i>
8 Quality management	Establish a quality management approach that identifies key programme deliverables, defines who should sign-off these deliverables, assigns quality management roles via a RACI, and keeps track of and stores product descriptions, deliverables and their respective sign-offs.	Quality management is a good project management enabler and plays an important role in managing risk, producing quality deliverables, and realising benefits.
Accountability	Director Strategic Projects	
Management Response	Work is well underway to devise a practical, pragmatic approach to give assurance on programme quality, deliverables and milestones with the approach finalised by 31 March. Looking to use PwC resource to run a pilot 3-4 reviews in 2020 reporting to the Programme Sponsor and Director Strategic Projects. SSP will probably be the first programme reviewed as part of a new bau process.	
9 Programme financials	<p>The SSTP phase one business cases were more akin to annual financial requests, and phase two business cases contain very rough estimates beyond the current financial year. At this stage we do not believe an accurate estimate of the total SSTP costs have been ascertained that would support informed decision-making.</p> <p>Business cases should be strengthened to reflect whole of life programme and project costs.</p>	Funding decisions for projects and programmes must be made with informed and complete whole of life financials that drive good decision making throughout the entire programme lifecycle.
Accountability	Strategic Projects Director	
Management Response	Since it was introduced in 2016, the Investment Framework including the Investment Case template, clearly requires Investment Cases to capture the full, whole of life programme and project costs. The introduction of the framework represented a major change to previous established practice which was to lodge annual requests. Virtually all parts of the University have now accepted this new approach, however we are at a relatively low level of maturity and there is significant scope to enhance the quality and clarity of business cases.	
10 IT product and services procurement	<p>Commercial personnel should be involved in the procurement of project IT products and services over a certain value. To date the following SSTP spend could be considered wasteful and makes up a considerable amount of the SSTP spend to date:</p> <ul style="list-style-type: none"> \$1,257K spent on the Ellucian Banner Document Management system in 2014/15 that has not been used Selection of \$1.5m Ellucian Recruit as the OESR solution when it was found later it was not fit for purpose 	IT is a significant spend and must enable the University to realise an appropriate return on investment.

Topic

Recommendation

Why this is important

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- CRM architecture challenges identified in the KPMG report.

Accountability

ITS Director

Management Response

ITS have been working to centralise purchasing of IT products and services. ITS have a procurement specialist and their process is consistent with the standard University procurement process. Historically SSTP was outside of the remit of the IT procurement process.

ITS and SSP are working closely together to ensure accountabilities are clear as to technology procurement accountability (ITS) and business transformation change (SSP).